

## SPEECH (LANGUAGE) COMPETENCE OF THE MODERN MANAGER IN THE CONDITIONS OF INTERCULTURAL COMMUNICATION

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**ABSTRACT:** THE PAPER ALLOCATES A SIGNIFICANT ROLE OF LANGUAGE (SPEECH) COMPETENCE WITHIN INTERCULTURAL ACTIVITY OF A MODERN MANAGER. BASED ON THE INTRINSIC CHARACTERISTICS ANALYSIS THE COMMUNICATION WAYS OF FORMATION OF LANGUAGE (SPEECH) AND INTERCULTURAL COMPETENCE ARE DEFINED, AND ALSO SOME RESULTS OF THE COURSE "BUSINESS ENGLISH" DIRECTED ON FORMING THE SPECIFIED COMPETENCES ARE SHOWN.

**KEY WORDS:** INTERCULTURAL COMMUNICATION, LANGUAGE (SPEECH) COMPETENCE, INTERCULTURAL COMPETENCE, THE MANAGER, MANAGEMENT COMMUNICATION.

*"Management represents no other than an adjusting people on work.  
The only way to adjust people on vigorous activity  
is to communicate with them" [4].*

**GLOBALIZATION** of the modern world, strengthening its cultural interdependence sharply raises a question of people's readiness for life and work in new conditions. As a result of the international contacts expansion other cultural values get into many ethnic cultures; new consciousness in these cultures starts being formed. Formation and development of knowledge, skills of effective intercultural communication, tolerance, cross-cultural competence in these conditions are very important. From this point of view effective management in the conditions of intercultural contacts, managers need to have high intercultural competence, as well as speech (language) competence, and ability to formulate thoughts for workers. Possession of these and other verbal and nonverbal skills allows to coordinate work of employees, organization and all these factors will lead to effective intercultural communication.

**INTERCULTURAL COMMUNICATION** is the communication that is carried out in the conditions of so considerable culturally caused distinctions in communicative competence of its participants that these distinctions significantly influence good luck or failure of a communicative event. Communicative competence thus is understood as knowledge of the symbolical systems and rules of their functioning, and the principles of communicative

interaction used at communication. Intercultural communication is characterized by the fact that its participants use special language options and discuss strategy, other than what they use at communication in the same culture.

**BASED** on the carried-out analysis of definition "communication" the following definition was formulated: Communication is the relations between individuals assuming an exchange and judgment of information by means of the general system of symbols and it is semantic, ideal, and substantial aspect of social interaction. Communication can be carried out by verbal and nonverbal means.

**NONVERBAL** communication is a system of nonverbal forms of communication and mutual understanding of people. [1] Refer gestures, a mimicry, and a timbre of a voice, intonation, a pause, and other emotional manifestations to nonverbal speech communication. Elements of nonverbal communication are clothes, status symbols, and a communication distance.

**VERBAL** communication is speech communication or transfer of the message by means of language. [2]

**COMMUNICATION** happens according to the following principles:

- ⇒ communicative messages have to be interpreted;
- ⇒ statements of specific participants mean in different communicative events different things;
- ⇒ specific participants of a communicative event in interaction (transaction), carry out according to the roles of participants of communication, cooperating for interpretation of the message;
- ⇒ the nonverbal behavior thus is extramental.

**THERE** are allocated four main forms of intercultural communication: direct, indirect, mediated and direct.

**DIRECT** communication assumes information of the Source to address to the Recipient (either orally, or in writing) through the verbal and nonverbal speech.

**INDIRECT** communication has unilateral character; information sources are literary works and arts, messages of radio, telecasts, publications in newspapers and magazines, etc.

**THE** mediated and direct forms of communication are characterized by existence or absence of the intermediary between the Source and the Recipient. The person, a technical tool can act as the intermediary.

**LEVEL** of intercultural communication is defined by certain competences.

In the Short dictionary of social-linguistic terms, "Competence (from armor. - I achieve, I compete, I correspond, I approach) is knowledge and experience in this or that area" [2]. Other dictionary sources define competence as ability of the individual effectively to interact with surrounding people in system of the interpersonal relations. The individual of systems of communication and inclusion forms it during development in joint activity. Here are the skills, which are part of competence:

- ⇒ ability to be guided in social situations;
- ⇒ ability to define personal features and emotional conditions of other people;

⇒ ability to choose adequate ways of communication and to realize them in the course of interaction [1].

"**INTERCULTURAL** competence is a complex of the knowledge and abilities allowing the individual in the course of cross-cultural communication adequately to assess a communicative situation, effectively to use verbal and nonverbal means, to embody communicative intentions in practice and to check results of communication by means of feedback" [3].

**ABILITY** to development of communicative competence is inherent in all representatives of Homo Sapiens, however concrete realization of this ability is culturally caused. Besides, it is caused also by unique individual experience of each person from what follows that at the communication which is process of an exchange of messages constantly there is a reconstruction of meanings as they don't coincide even at the people who are speaking the same language, grew up in the same culture.

**LANGUAGE** (speech) competence plays a big role in formation of intercultural competence. Language (speech) competence is the quality of the personality providing to the individual opportunity to perceive, understand and transfer messages.

**BESIDES**, the head of the staff has to possess professional and language competence that can be defined how he is professional.

**MANAGEMENT** of staff of the international company considerably differs from management of human resources in one country. Importance of speech communication in activity of the manager of such company is caused by need of high level of communication culture. In this case it is necessary to pay attention to ability to use language units for creation of adequate speech statements taking into account a situation and problems of communication, ability to use the speech as the tool not only influences, but also interactions with the interlocutor for creating a relation to the activity of colleagues.

**THE** main goal of the head company is to direct and coordinate activity of workers. There must be an ability to formulate the requirements and ability to perceive the feedback information. Communication between the head and the worker has to be directed on realization of management functions taking into account feedback. These abilities will provide to the manager to work effectively in the international company.

**PARTICIPATION** in various meetings, symposiums and seminars, the organization of meetings and discussions, negotiating and business meetings are the integral making professional activity of the manager. It is often necessary to the manager not only to hold business meetings, but also to address group of the people speaking different languages and, respectively, various cultures which. In this case, managers have to know perfectly all types of speech activity, possess skills of speech testing, be able to conduct competently conversation (to conduct, and not just to participate in it), to possess communicative abilities and it is obligatory to trace feedback.

**FOR** the purpose of identification of speech level communication in activity of the manager working with multinational audience, we analysed applications of various speech communication elements made on the basis of Kemerovo state university of culture and arts). More than 15 students of the 2nd course in "Management" took part in research.

**FOR** determination of students' speech literacy level, the test was carried out. There were offered five tasks connected with speech literacy level, which they had to execute for determined time (10 min). The research showed that:

- 20% of students (3 persons) coped only with one task, having executed thus 20% of all work;
- 27% of students (4 persons) coped with two tasks, having executed 40% of all work;
- 27% of students (4 persons) consulted three tasks, having executed 60% of all work true;
- 13% of students (2 persons) coped with four tasks, having executed 80% of all work;
- 13% of students (2 persons) coped with all tasks truly.

### RESULTS OF THE RESEARCH SHOWED:

**1. STUDENTS** generally use three types of eloquence - business, academic and social. The business type of communication is presented by performances at conferences, in the course of business conversation and business negotiations - an official style of the speech, assumes use of special terms, words in a direct sense, short phrases, lack of an expression. Social type of eloquence is presented by congratulations on holidays; work on a scene, participation in student council, i.e. emotionality, pronounced orientation to approving reaction of the audience, a statement of thoughts in a colloquial easy manner, situational character. Feature of the academic eloquence (the report, performance at conferences) is predestination for a narrow circle of certain specialties, information saturation, and scientific character of language style. Some types of the academic eloquence assume use of the text that demands the careful argument, possession of polemic art.

**STUDENTS**, having high-level speech communication, are able to use not only the active (motor) speech that makes a basis of work in narrowly professional understanding of this activity, but also the passive (touch) speech, that possesses ability to perceive and estimate arguments of the opponent.

**2. ONE** of the most widespread forms of communication between employees is conversation and in each case, there are specifics, a certain technique, and rules of realization. Conversation can proceed between equal partners on the social and intellectual level, between the chief and the subordinate, the man and the woman. It is obvious that simply pleasant, easy dialogue when each of interlocutors tries to be the polite, courteous interlocutor can be the purpose of casual, unplanned conversation and the subject of their easy conversation has to be interesting to each of them. This cunning rule in conversation with the woman is especially followed. Professionalism, good education, high I.Q., knowledge of rules etiquette allow avoiding platitude, a stereotype in a choice of subjects and in a conversation manner.

**THE** main attention in staff is paid to speech (verbal) communication and ability to use it in various forms with application in each case of the special techniques and procedures.

**BASED** on the carried-out analysis, it is possible to define ways of formation of intercultural competence:

- ⇒ development of ability to reflex own and foreign culture that initially prepares staff members to know and accept foreign culture;
- ⇒ replenishment of knowledge of the corresponding culture for deep understanding of the diachronic and synchronic relations between own culture and the foreign;

- ⇒ acquisition of knowledge about socialization conditions and enculturation in own and foreign culture, about social stratification, the sociocultural forms of interaction of both cultures.

**PROCEEDING** abovementioned, it is possible to allocate the following components of intercultural competence:

- ⇒ the affective: empathy and tolerance which aren't limited to a framework of the confidential attitude towards other culture, and are directed on forming basis for effective intercultural interaction;
- ⇒ the cognitive: cultural and specific knowledge which form a basis for adequate interpretation of communicative behavior of representatives of other culture, prevention of misunderstanding and change of own communicative behavior in interactive process;
- ⇒ the procedural: the strategy which are specifically applied in situations of intercultural contacts. It distinguishes the strategy directed on successful course of interaction, motivation to speech action, search of the general cultural elements, readiness for understanding and identification of signals of misunderstanding, use of former experience contacts, etc., and strategy directed on replenishment of knowledge of a cultural originality of the partner.

**FOR** the purpose of additional opportunities of purposeful formation of students' language (speech) competence we addressed to the maintenance of the University course "Business English". The basic component of this subject matter represents a kernel of knowledge, skills of cultural business language with use of a certain knowledge of other disciplines, both language, and special cycles. The variable component of the maintenance of a course can be carried out at various levels and is connected:

- ⇒ with the forthcoming professional activity;
- ⇒ skill level of future expert;
- ⇒ alleged participation in production (the head – the subordinate – the colleague);
- ⇒ (dictionary) defined thesaurus, reflecting specifics of this profession.

**FOR** this purpose the following subject matters are included in the maintenance of this course:

- ⇒ a set of the educational texts, cultural and speech samples, special topics and other language material providing prerequisites of cultural and speech activity in the sphere of business communication;
- ⇒ a complex of the tasks aimed at the development of speech and general educational abilities, the providing certain level of practical possession of cultural elements and speech activity in the foreign-language environment;
- ⇒ the list of the modelled situations of business communication as means of increasing common cultural level and level of professional and intercultural competence of University students.

**INTRODUCTION** of such courses in educational of future managers will promote development and formation of necessary speech (language) and intercultural competences for effective implementation of the professional activity in the conditions of intercultural communication.

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